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Volunteerism

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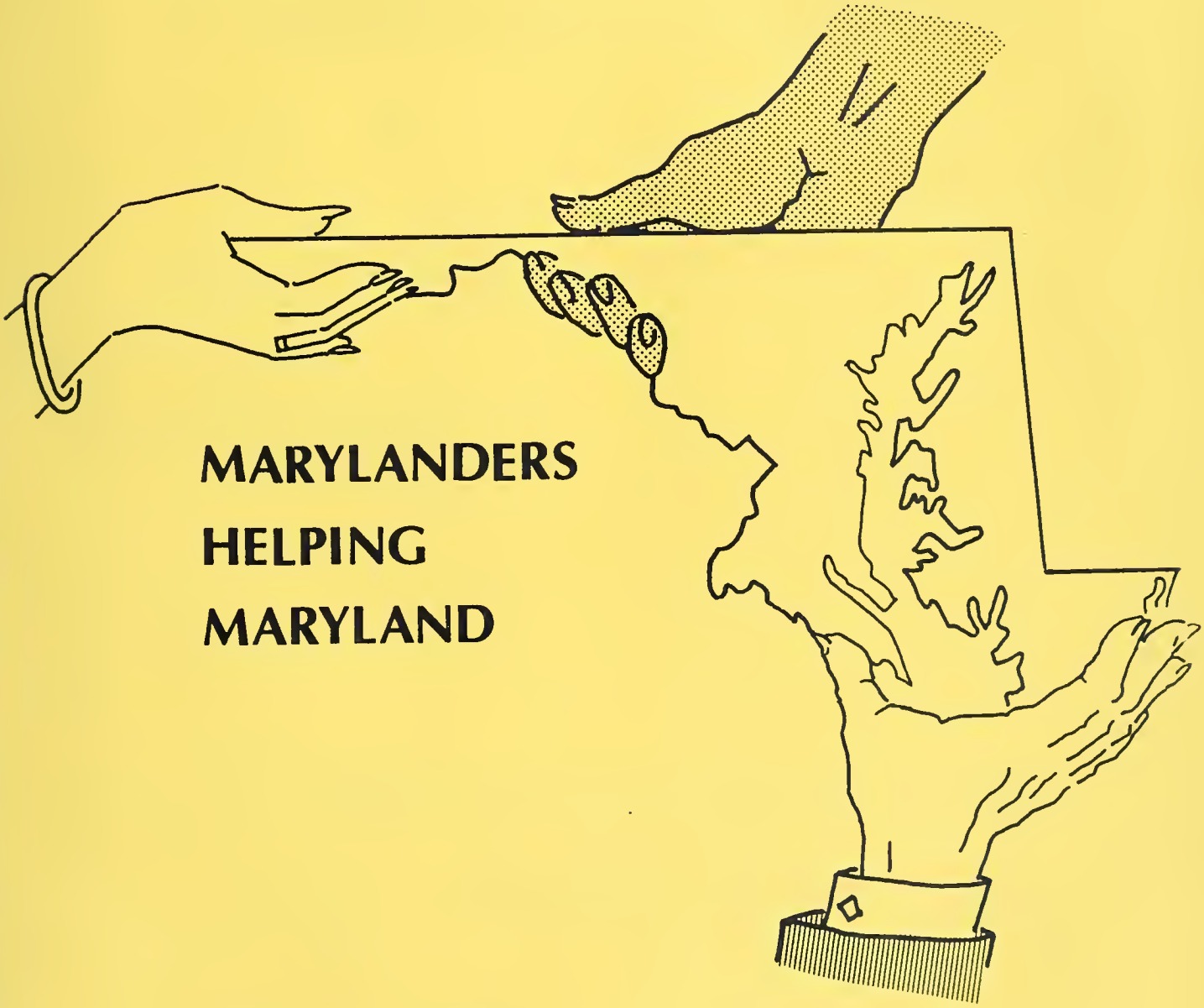

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Volunteerism
IN STATE GOVERNMENT

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Department of State Planning
Maryland Service Corps

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DSP

DEPARTMENT OF STATE PLANNING
CONSTANCE LIEDER
Secretary

DHR

DEPARTMENT OF HUMAN RESOURCES
KALMAN R. HETTLEMAN
Secretary

Dear Reader:

We are pleased to transmit to you a copy of the report Volunteerism in State Government. This report is based on a survey conducted by the Department of State Planning and the Maryland Service Corps (an agency of the Department of Human Resources). The intent of the undertaking was to assess the role, impact and contribution of volunteers who serve in government agencies and as citizen members of State boards and commissions, and to recommend ways of improving volunteer management throughout State government.

The authors maintain that volunteers are an invaluable resource to the State. This conviction is supported by a growing number of administrators and service providers who are recognizing the value of the diverse skills and abilities of volunteers to advise, recommend policy, and substantially augment direct service delivery capabilities.

This report is the first effort to develop a composite profile of the State volunteer as well as to quantify the time and worth of services rendered. It should be noted that it does not address many of the substantive issues confronting the field of volunteerism in Maryland. Nevertheless, it is hoped that the information and recommendations contained herein will serve as a catalyst to stimulate further interest in this area.

We trust you will find the report useful and would welcome any comments you might have.

Sincerely,

The Authors

This study was jointly conducted by the Maryland Department of State Planning and the Maryland Service Corps, an agency of the Department of Human Resources

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Foreword

Over the last several years, the Department of State Planning (DSP) has developed issue papers on a number of timely, relevant topics in the area of human services. The Department has attempted to address interagency topics such as: deinstitutionalization, transportation for the disadvantaged and coordination mechanisms in human services. Staff of the human resources section of the Department of State Planning and the Maryland Service Corps identified "volunteerism" as such a topic early in 1978.

Generally, volunteer efforts have long been appreciated, since the efficient use of these individuals is an invaluable (though virtually untapped) resource. Public service volunteers "are not a source of free labor, nor do they replace paid staff."[1] To the contrary, these individuals through their unselfish donation of time and energy, effectively augment and complement the ability of State agencies, and in turn, help to offset some of the increasing fiscal constraints inherent to providing services.

Nationally, volunteerism has received considerable attention as reflected in the publication of a number of studies reviewing the subject and proposing alternatives for facilitating more efficient utilization and management of volunteer efforts. However, very little is known about the extent or scope of volunteer services, particularly in State government in Maryland.

In an effort to determine the extent of volunteer activities within State agencies and boards and commissions, the Department of State Planning and the Maryland Service Corps decided to cooperatively conduct a quantitative and qualitative survey of the Maryland volunteer system. The Maryland Service Corps is a part of the State Department of Human Resources and was "created for the purpose of encouraging and developing a program of full-time/part-time public service which would involve citizens of all ages throughout the State of Maryland..."[2] This mandate is operationalized through the promotion of voluntarism within the public and private sectors.

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[1] Unpublished report of Governor's First Conference on Voluntarism (sic.), June 9, 1977, p. 9.

[2] Annotated Code of Maryland, Art. 41, § 364A, p. 452.

To the extent possible, Maryland Service Corps also conducts and participates in training programs for volunteers and assists in developing coordination mechanisms at the State and local levels.

The following report contains the results of an extensive survey of State agencies, boards and commissions designed to determine who is volunteering, the types of services they provide, the amount of time they contribute and the various mechanisms utilized to support such efforts.

This report is divided into four major sections. The Introduction outlines the purpose and objectives of the endeavor; Chapters One and Two delineate the findings from the surveys of boards and commissions and State agencies, respectively.

Of the 290 State agencies which received the questionnaire, 176, or 61 percent, responded; and 119, or 48 percent, of the 250 boards and commissions returned the questionnaire. Based upon findings regarding current volunteering in Maryland, Chapter Three contains a number of conclusions and recommendations for strengthening and improving the extent of volunteering in State agencies and boards and commissions.

Finally, the authors wish to acknowledge and thank those individuals who provided advice and technical assistance, and took the time to participate in this survey.

Introduction

Americans have long been a generous and helpful people; Alexis de Tocqueville, during his visit to America in the mid-18th Century was impressed with the breadth and vitality of Americans' voluntary efforts to help their fellow men through formal and informal organizations. Since de Tocqueville's visit, efforts have grown and been strengthened to such an extent that the U.S. Census Bureau reported in 1974 that 39-40 million people (a quarter of the U.S. population over the age of 13) were engaged in volunteer activities every year. The National Center for Voluntary Action estimates this figure to be closer to 50 million. In fact, it has been suggested that the value of volunteer services is so significant that if tallied in terms of monetary worth, it would, perhaps, be as high as $30 billion by 1980. Furthermore, it was suggested that because of the magnitude of this contribution to the quality of American life, it should be accounted for in estimates of the gross national product.[3]

The significance of volunteering was given world-wide visibility and credibility in 1961 when President Kennedy created the Peace Corps. President Nixon further enhanced volunteer status/credibility, soon after his election, through his appointment of George Romney as head of a Cabinet Committee on Voluntary Action (Romney had instituted a variety of large-scale volunteer programs when he was governor of Michigan).

ACTION - the Federal agency for volunteer service - combining the Peace Corps, VISTA (Volunteers in Service to America), University Year for Action, the National Student Volunteer Program, Foster Grandparents, and the Retired Senior Volunteers Program - was created in 1971. President Carter's "Urban Strategy," as proposed in 1978, would have created an urban volunteer corps within ACTION. That legislation died but is likely to be reintroduced in the current session of Congress.

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[3] Harold Wolozin, "Volunteer Manpower in the United States," Federal Programs for Development of Human Resources, Vol. 1, Subcommittee on Economic Progress, Joint Economic Committee, U.S. Congress, 1968, pp. 203-314.

Today, volunteer offices and clearinghouses exist within all levels of government. The most recent count identified 33 states with volunteer offices. Specialized curricula for volunteer program coordinators and directors have become increasingly common at both undergraduate and graduate schools. The value and worth of volunteer activity has been recognized by both the U.S. Civil Service Commission and the Maryland State Department of Personnel, who each accept volunteer experience as creditable towards related career employment. Other states offer the same or related credit for volunteer experience. Georgia places public service advertisements in magazines urging its residents to "Volunteer Georgia." Both Florida and Missouri have active volunteer programs which were described in a recent publication of the Council of State Governments.[4]

This study of volunteer activity within Maryland State government was based on the premise that volunteerism is a worthy activity that should be encouraged and facilitated wherever and whenever possible. Volunteers can and do play vital roles in the planning and delivery of a variety of publicly and privately funded programs. Ranging from the candy-stripers in a local hospital to an interested citizen participating in a neighborhood revitalization program, the boundaries of volunteerism continue to grow.

Methodology

A preliminary review of the subject by the Department of State Planning (DSP) staff determined that because of the breadth and scope of the topic, numerous issues relating to volunteers in State government could be addressed. These issues ranged from the question of improving linkages between government and private volunteer agencies, to coverage of financial and legal considerations and/or liabilities, to the subject of volunteer management (compensation, recruitment, referral, etc.). It was obvious, however, that before any of the above topics could be explored, it would be necessary to first inventory the existing volunteer system within Maryland at the State level.

Such an inventory would help to determine: 1) who is volunteering (age, race, sex, etc.), 2) the services they provide, and 3) the overall impact of

[4] Innovations, Council of State Governments, Lexington, Kentucky, November 1977, p. 1.

their activities. It was anticipated that the findings would then supply the necessary background information for future descriptive studies of other pertinent issues.

Specifically, the objectives of the study were:

1. to determine who is volunteering in State government,
2. to assess the use and contribution of volunteers in State government,
3. to assess the responsiveness of State volunteer systems/programs,
4. to assess the extent of coordination of volunteer activities between various State agencies and programs or boards and commissions,
5. to assess volunteer support mechanisms - training, placement, reimbursement, and
6. to assess perceptions/attitudes of paid staff regarding volunteer activities.

It was decided that a study of volunteerism in State government would be enhanced if it were cooperatively conducted by the Department of State Planning (DSP) and the Maryland Service Corps (MSC). State agency participation in the data collection phase of the project would be facilitated through this alliance. In the Spring of 1978, DSP and MSC agreed upon task assignments, sharing of responsibilities, and other administrative details.

Federal guidelines (Health, Education and Welfare) issued in 1969 state that a volunteer "is not a replacement or substitute for paid staff, but adds new dimension to the agency services and symbolizes the community's concerns for the agency clientele."[5] For the purpose of this study, a volunteer was defined as "a person who devotes a certain amount of time to complement and/or supplement the services of a State agency, board or commission." (Students were included within this definition).

Therefore, volunteers in State government include not only individuals providing assistance in or delivery of services through departmental programs in State agencies/institutions, i.e., the Department of Human Resources or Department of Health and Mental Hygiene, etc., but also those persons serving on State boards and commissions. Boards and commissions were further divided

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[5]"Regulations and Guides for Implementation of Social Security Act Titles on Training and Use of Subprofessionals and Volunteers," U.S. Department of Health, Education and Welfare, Social and Rehabilitation Services, Washington, D.C., April 1969, p. 1.

into two subcategories: 1) those which are an integral part of a governmental department acting in an advisory (e.g., State Planning Commission) or advocacy, (Governor's Commission on Women) capacity, and 2) those which may be independent of departments of State government charged with regulatory (State Board of Cosmetologists), oversight (State Board of Censors), and administrative/policy (State Board for Community Colleges) responsibilities. For the study to be as inclusive as possible, it was necessary to explore all of these segments of the volunteer population at the State level.

The next step was selecting the most appropriate method for collecting pertinent data for the study. Careful examination of possible alternatives resulted in the decision to use a questionnaire designed to solicit responses relevant to each sector: 1) agencies and 2) boards and commissions, of the research population. The Maryland Service Corps (as the result of interest in a similar undertaking in the past) had developed a draft questionnaire focusing generally upon volunteer activities in State agencies. Using the draft instrument as a guide, two questionnaires, one for State agencies and the other for State boards and commissions, were designed.

Questions in both research instruments were formulated to focus upon specific areas relative to the objectives of the project. Two separate instruction sheets, one for agencies and another for boards and commissions, each containing directions for completing the forms and pertinent definitions, were drafted to accompany the questionnaires.

To ensure that each questionnaire clearly and precisely addressed the objectives of the study, and to explore its utility as a research instrument, several individuals from both survey sectors were approached, who agreed to participate in a sample pre-test. Review of responses to the questionnaires and follow-up discussions indicated the need for further modification and refinement of both questionnaires to maximize their utility.

Such refinements produced the final questionnaires (see Appendix) which were subsequently mailed to 250 boards and commissions and 290 State agencies, institutions, and/or divisions. The mailing lists were compiled from the State telephone directory of 1977 and the 1978 Maryland Commission on Women's publication, So You Want To Be Appointed To A State Board Or Commission. Of the 250 boards and commissions questionnaires mailed, 119 or 48 percent responded and 176, or 61 percent of the 290 agency questionnaires were returned.

Computer analysis of the data was required because of the magnitude and type of information contained in the returned questionnaires. Statistical analysis for the study was performed on the Univac 1108 computer located at the University of Maryland. The Statistical Package for the Social Sciences (SPSS) was used for the entire analysis process. This program package was selected because of its versatility, cost efficiency, and ease of use.

Frequency distribution, cross tabulation and correlation analysis were the statistical procedures used. Frequency analysis was used to determine the basic distribution characteristics of the responses for each question. Information on the distribution, variability and central tendencies of the responses provided clues required for the selection of subsequent statistical techniques. The cross tabulation analysis was a joint frequency distribution using two or more questions. Correlation analysis illustrated the strength of the relationship between the responses of two questions.

In analyzing the data, it became obvious that though a pre-test of the survey instrument had been conducted, there were still several inherent weaknesses in it and, therefore, the data would not yield as much information as had been anticipated. For example, in some instances, words such as "formal" and "informal," which connote different ideas to different people, were not defined. Such ambiguities and problems were considered in analyzing the data, and where necessary, questions and data were deleted.

During the analysis of the agency data, it was decided that because of deficiencies in the responses to question 4, Part II, it would be necessary to conduct a telephone follow-up. Telephone calls were placed to those agencies which, while indicating a volunteer program in Part I of the questionnaire, did not respond to the request for demographic data about their volunteers. Because of the number of agencies within the Department of Health and Mental Hygiene, and the fact that the Department employs a full-time director of volunteer services, caution was exercised to avoid double counting of volunteers reported by the volunteer coordinator and the individual State institutions. The State DHMH director telephoned all of the field coordinators in State hospitals and facilities and provided an up-to-date, unduplicated count. The additional information received and subsequent calculations for race and sex data were then completed by hand.

1: State Boards and Commissions

Traditionally, volunteers are viewed as individuals providing direct service to clients in such settings as hospitals, schools, etc. However, a realistic perception of the volunteer working in government includes a large number of persons serving on State boards and commissions.

The following responses were derived from the survey of this population. The questionnaire was designed to obtain as much demographic information - race, age, sex, etc. - and descriptive data - numbers serving on board, type of service provided, time involved, etc. - as possible.

Summary of Findings

- The boards and commissions questionnaire was mailed to 250 State boards and commissions; 119 or 48 percent responded. The response rate for three sectors - education, transportation and justice - was 100 percent. Other sectors had excellent return rates, including environment, 93 percent; executive and fiscal, 75 percent; human services, 73 percent; and regulatory, 64 percent. The health sector, with its large number of boards and commissions, had a return rate of 52 percent and housing and economic development had a 42 percent rate.
- 119 responding boards and commissions reported at least 1,141 individuals serving on these bodies in FY 78; 20 percent are female and 13 percent are minorities. Blacks represent 10 percent and others (hispanic, oriental and other people of color) represent 3 percent.
- Female membership on boards and commissions, although increasing in absolute numbers, dropped from 22 percent in FY '75 to 20 percent of the total in FY '78 membership; their membership was concentrated within the health, education and human services sectors.
- Nearly half of responding State boards and commissions are associated with agencies in the health, human services and education areas. Health boards and commissions represent the largest percentage (25 percent), while transportation represents the smallest, (3 percent).
- Seventy-six percent of the respondents devote 1 to 10 hours per month to commission-related activities; half are involved in meetings at least once per month.

- Sixty-eight percent of the respondents reimburse members for travel (mileage), 25 percent for meals and 26 percent reimburse members at a flat per diem rate. Approximately 25 percent provide no type of reimbursement to members.

- Seventy-six percent of the respondents indicated that their boards and commissions function in an advisory capacity (making recommendations to agencies, legislators or others); 61 percent in a policy related or decision making capacity; 41 percent act as advocates; 32 percent function in an administrative, management, etc., capacity; and 31 percent defined their responsibilities as providing direct service.

- The Governor makes the majority of appointments to the responding State boards and commissions. State directors of agencies make 13 percent of the appointments, while 4 percent are made by someone else.

- The most frequently utilized method of recruiting boards and commissions members is the "deliberate search for special members."

NOTE: All percentages except those presented in Tables have been rounded to the nearest whole number.

BOARD AND COMMISSION RESPONSES

Demographic Profile of Board and Commission Members

According to the 119 boards and commissions responding to the questionnaire, there were at least 1,141 individuals serving* (or appointed to) State boards and commissions in FY '78. This total was derived from a compilation of figures of board and commission members by race -- white, Black and other. Considering the 52 percent return in the health sector (the largest single sector), it is possible to state that this number (1141) represents a base estimate for the total number of board and commission membership.

For encoding purposes, questionnaires from State boards and commissions were assigned one of nine sector codes upon their return. The sector distribution of respondents is illustrated below:

Table 1

BOARDS AND COMMISSIONS SECTOR DISTRIBUTION - FY '78

	Number	Percentage
Health	29	25.0
Education	9	7.8
Human Services	17	14.7
Environment	14	12.1
Housing and Economic Development	6	5.2
Transportation	4	3.4
Justice	9	7.8
Regulatory	21	18.1
Executive	7	6.0
TOTAL	**116	100.1

*Respondents were asked to give total membership of the board or commission. This number should not be interpreted to mean that all appointees are active members.

**Total number of respondents (119) differs from total in this Table because three returned questionnaires were not identified by sector.

NOTE: All percentages, except those presented in Tables, have been rounded to the nearest whole number.

Respondents to the questionnaire indicated that in FY '75, there were at least 828 persons serving on State boards and commissions. The change from FY '75 to FY '78 represents a 38 percent increase in the number of persons involved in board and commission activities over this three year period (see Table 2). In FY '75, 22 percent of these individuals (174) were female, as compared to 20 percent (227) in FY '78. It should be noted that the actual number of female board and commission members increased 31 percent during this period, as compared to a 37 percent increase in the number of male board and commission members over the same length of time. Female membership was concentrated in the health, education and human services sectors.

It should also be noted that female participation increased in the education, housing and economic development, transportation, and justice sectors between FY '75 and FY '78. It was discovered that there had been no females serving on boards and commissions in the transportation and justice sectors in FY '75. However, this had changed in FY '78, from 0 to 1 female member in the transportation sector and from 0 to 3 in the justice sector.

Table 2

MEMBERSHIP ON STATE BOARDS AND COMMISSIONS BY SEX

	Male '75	Female '75	Total '75	Male '78	Female '78	Total '78
Health	152	56	208	211	66	277
Education	59	16	75	72	32	104
Human Services	87	70	157	103	81	184
Environment	107	8	115	137	9	146
Housing and Economic Development	41	3	44	56	6	62
Transportation	7	0	7	32	1	33
Justice	28	0	28	85	3	88
Regulatory	111	10	121	135	18	153
Executive	62	11	73	62	11	73
TOTAL	*654	174	828	893	227	1120

*Total board and commission membership, distribution by sex for FY '78 totals 1120. This number is 21 less than the total derived from numbers of Blacks, whites, and others. Total membership for FY '75 (derived from male/female data) is 828 which is 42 more than the total derived from racial data. These differences are the result of incomplete demographic data provided by respondents.

White membership on State boards and commissions totaled 990 in FY '78, compared to 690 in FY '75 (see Table 3). Black membership on State boards and commissions increased 70 percent (from a total of 67 to 114) over this same period. Total membership of other minorities (hispanic, oriental and other people of color) was 29 in FY '75 and reached 37 in FY '78, representing a 28 percent increase.

Minorities represented 13 percent of the total boards and commissions membership in FY '78 (Blacks 10 percent, others 3 percent), and 12 percent in FY '75 (Blacks 9 percent, others 3 percent). Though membership of minorities showed little overall proportional change, Blacks registered marginal increases in all sectors between FY '75 and FY '78, except in the environment and executive sectors. The environment sector tallied 0 Black members for FY '75 and FY '78, and the executive sector reported 3 Black members in both years. Noticeable increases occurred in health, where total Black membership rose from 17 to 36, or a 112 percent increase; education, which reported growth from 8 to 17, or 113 percent; and justice which showed the most significant increase in from 1 Black member in FY '75 to 10 in FY '78, or 900 percent.

Table 3

MEMBERSHIP OF STATE BOARDS AND COMMISSIONS BY RACE

	White '75	Black '75	Other '75	Total '75	White '78	Black '78	Other '78	Total '78
Health	131	17	0	148	242	36	1	279
Education	67	8	0	75	87	17	0	104
Human Services	123	28	29	180	136	21	26	183
Environment	119	0	0	119	147	0	1	148
Housing and Economic Development	43	1	0	44	57	5	0	62
Transportation	7	0	0	7	32	1	0	33
Justice	27	1	0	28	86	10	0	96
Regulatory	112	9	0	121	142	11	0	153
Executive	107	3	0	110	61	3	9	73
TOTAL	690	67	29	786	990	114	37	1141

Not all individuals serving on State boards and commissions are "lay" or "citizen" volunteers (see Table 4). Some are employees of State agencies whose membership is specifically mandated by law because of the responsibilities of their respective agencies. State representatives serving on boards and commissions numbered 150 in FY '75. This increased to 264, or 23 percent of the total number of board and commission members, in FY '78.

More than 304 citizens or laypersons served on these commissions in FY '75, representing a variety of diverse interests and concerns. This number rose to 489, or 61 percent, by FY '78. Twenty-five percent of the citizen membership on State boards and commissions in FY '78 was concentrated in the health sector (a total of 125). Citizens' membership increased significantly in the justice sector - from 7 members in FY '75 to 31 in FY '78; and in the housing and economic development sector - from 12 to 45 members. There was no change in citizen membership in the executive sector, which totaled 20 for both fiscal years. Note that there were no citizen members reported in the transportation sector for either year by the respondents.

The data also indicated that appointment of students to boards and commissions increased in FY '78 (according to the 92 respondents to this section of the questionnaire). Student membership totaled 20 during FY '78, which represented a 150 percent increase since 1975. Student membership was concentrated in the human services sector, totaling 12; transportation, with a total of 6; and education, with 2 members reported in FY '78. It was not possible to determine if these individuals were high school, college, or graduate students. There were no students serving on boards and commissions in health, environment, housing and economic development, justice, regulatory, or executive sectors.

Table 4

STATE EMPLOYEE, CITIZEN AND STUDENT MEMBERSHIP ON STATE BOARDS AND COMMISSIONS

	State Employee '75	Citizen '75	Student '75	Total '75	State Employee '78	Citizen '78	Student '78	Total '78
Health	14	41	0	55	36	125	0	161
Education	10	43	1	54	12	46	2	60
Human Services	31	85	7	123	61	96	12	169
Environment	41	31	0	72	53	55	0	108
Housing and Economic Development	8	12	0	20	13	45	0	58
Transportation	0	0	0	0	3	0	6	9
Justice	16	7	0	23	45	31	0	76
Regulatory	9	65	0	74	10	71	0	81
Executive	21	20	0	41	21	20	0	41
TOTAL	150	304	8	462	264	489	20	773

NOTE: Some of the changes between FY '75 and FY '78 data may be attributed to three factors:

1. Respondents may have better records for FY '78 than for FY '75; record keeping for volunteers serving on State boards and commissions may not have been as accurate or sophisticated as in other service areas.

2. Some of these changes may be attributed to the fact that new boards and commissions may have been created during the interim period.

3. The availability of data regarding the classification of citizens, students and State employees was very limited and, therefore, is not an accurate reflection of the total population.

SURVEY RESPONSES*

Educational Profile

Question 3 was designed to help ascertain the educational range of individuals serving on State boards and commissions. Seventy-one percent, or 85 boards and commissions responded to this question. "Some high school education" represents the low range of members' education, with 37 percent checking this response. Note that 60 percent of the respondents indicated that a professional degree (law, medicine, public administration, etc.) represented the highest educational level of board and commission members.

Degree of Involvement

According to the 105 respondents to question 4, 18 percent spend 10 to 15 hours per month involved in commission-related activities. An additional 76 percent devote between 1 to 10 hours per month providing service.

It is assumed that part of this time is spent in attendance of regularly scheduled board and commission meetings. Almost half of the respondents to question 4 indicated that they meet at least once per month and nearly 9 percent meet more frequently. Sixteen percent meet bi-monthly, 15 percent quarterly, 5 percent semi-annually and only 8 percent meet once per year.

Reimbursement

Reimbursement is a means of defraying some of the cost associated with volunteering. Such reimbursement can be made in a number of forms. Question 6 attempted to determine the form most frequently used by State boards and commissions. Nearly 68 percent of the 105 respondents to this question reimburse members for travel costs (mileage), 25 percent for meals, and nearly 26 percent reimburse members at a flat per diem rate for their service. It is interesting to note that approximately one-quarter of the respondents provide no type of reimbursement to their volunteer members. Not only do these boards and commissions supplement and/or complement State activities, but the cost-free donation of time and energy spent in these activities results in a considerable cost benefit to the State.

*Copies of both of the complete questionnaires for boards and commissions and agencies appear in the Appendix. Available upon request is a complete listing of boards and commissions and agencies mailing list with an indication of returned questionnaires.

Service Activities

Respondents indicated that their members' time is spent in a number of traditional (advisory, policy-recommendations) and non-traditional (direct service, administrative support) service activities (see Table 5). Seventy-six percent* of the respondents to question 7 categorized their members' role as advisory. Sixty-one percent indicated that their members serve in a policy-making role. Thirty-two percent indicated that their members are involved in administrative activities, and close to 41 percent felt their members acted as advocates for various issues and concerns.*

Table 5

TYPE OF SERVICE

		Percentage
Direct Service	- Service through one-to-one or small group relationships.	30.7
Indirect Service	- Staff support, technical, or clerical assistance so direct service can take place.	16.5
Advocacy	- Organizing and working for change in the services or systems affecting others.	40.6
Administrative	- Providing services to carry out a program, e.g., managing, researching, consulting, advising, planning.	32.4
Policymaking	- Servicing in a decision-making capacity.	61.4
Advisory	- Making recommendations to agencies, legislators or others.	75.7
Other		6.0

Appointment

Question 8 asked the respondents to indicate who appoints members to their board or commission. Responses indicated that the Governor makes the majority of appointments (close to 84 percent); State directors of agencies make appointments in nearly 13 percent of the cases. Someone other than the Governor, State agency director, local director or County executive/County commissioners makes State board and commission appointments in 4 percent of the cases. This question was answered by 103 of the 119 respondents.

*Total is greater than 100 percent because respondents could indicate more than one type of service provided by board and commission members.

Recruitment

The ninth question attempted to determine the utilization of various recruitment methods by State boards and commissions. Respondents were presented with several recruitment techniques and asked to indicate their reliance on these methods by noting "frequently," "occasionally," or "never." The most frequently utilized method of recruiting board or commission members is the deliberate search for members with special skills or affiliations. The results of this question appear below:

Table 6

RECRUITMENT

Type of Recruitment	Total No. Responding	-----Percentage Responding To------ "Frequently"	"Occasionally"	"Never"
Word of Mouth	49	20.4	38.8	40.8
Application	47	12.8	29.8	57.4
Announcements in Public Media	42	2.4	--	97.6
Deliberately Seeking the Kind of Member Wanted	60	73.3	11.7	15.0
Other	21	57.1	9.5	33.4

Agency Interaction

Respondents were asked if the chairperson of the board or commission attends agency staff meetings. It was assumed that responses to this question might indicate the chairperson's awareness or understanding of the day-to-day operations of the State agency with which the board or commission is associated.* There were 100 responses to this question. Thirty-four percent indicated that the chairperson attends these meetings, while 66 answered that the chairperson does not attend.

In response to the final question on the boards and commissions survey, regarding the future of volunteers in Maryland State government and suggestions for improving volunteer utilization and management, board and commission members made the following responses:

Respondents thought that volunteers will play a more meaningful and responsible role in State government in the future. Basic reasons given in-

*Other questions would have been necessary to substantiate this assumption.

cluded the increased need for non-paid staff. Also, that "volunteers represent expertise that the State can't afford to buy."

"Volunteers can bring valuable experience to government as well as provide a service," was the comment of one commission member. Another commissioner explained, "Volunteers can be of great service, particularly retired persons, parents and spirited citizens, in promoting and participating in many programs and projects."

Publicity of volunteer opportunities and improved recruitment methods were major suggestions for strengthening the role of volunteers. "Public service announcements of available positions would be helpful," was one comment. The need for orientation and training programs to familiarize the volunteer with functions of the particular board or commission was suggested. In addition, compensation for travel, meals and additional expenses should be provided.

Respondents felt that the role of the volunteers could be enhanced if work responsibilities and specific duties were clearly defined. "To improve utilization of volunteers, you must first identify needs that can be filled by volunteers, and secondly, organize volunteers to match requirements."

2: State Agencies

The study of volunteer activities within the various Maryland State agencies was an attempt to develop a composite profile of the scope and nature of the use of the volunteer. The questionnaire utilized to solicit this information was organized in two parts. Part I focused upon qualitative factors regarding the extent of volunteer utilization or non-utilization, the relative sophistication of volunteer programs as reflected in the management, professional training, support mechanisms, and other factors pertaining to the administrative environment in which volunteers and volunteer programs exist. Part II requested information designed to reveal a quantitative profile of volunteer service activities. It contained data illustrating such quantitative measures as the number of volunteers serving in an agency (categorized by sex, race), the amount of time contributed and the type of service provided.

Summary of Findings

- The agency questionnaire was mailed to 290 units of State government. Of those sent out, 176, or 61 percent, were returned. Seventy-seven percent of the returns came from the health, human services and education sectors.
- The response rate was highest in the education sector (73 percent), followed by health - 68 percent, human services - 62 percent, and regulatory - 60 percent. The environmental sector registered the lowest - 13 percent - return rate.
- Seventy-nine of the responses (45 percent) came from agencies which utilize volunteers, and another 9 percent expressed interest in developing a volunteer program.
- More than three-fourths (77 percent) of the volunteer programs in 1978 had been in continuous operation since their origin. It was not possible, however, to determine the time span over which programs have operated, although 62 percent reported an increase in program size over the past five years. The majority originated within the last 10 years.
- Almost one-half (47 percent) of the volunteer programs reported are administered by a full-time volunteer coordinator; the others are managed on a part-time basis by other agency personnel, or by other volunteers.

- While a relatively high proportion (64 percent) of respondents were aware of volunteer programs in other agencies, cooperation among these programs was minimal.

- While 55 percent indicated a capability to accept referrals, 67 percent said they did not receive them, and 56 percent reported that they did not make them.

- Recruitment methods tend to be informal. The principal means of recruiting volunteers are by word-of-mouth (68 percent), and personal recruitment through speaking engagements (59 percent). Placement practices are more evenly divided between formal and informal methods; almost two-thirds require applicants to provide written background information, and one-half utilize written service descriptions.

- Training also tends to follow an informal in-service format (62 percent), rather than a formal (38 percent) one.

- There was strong support for the concept of orienting agency staff to work with volunteers (94 percent).

- Similarly, evaluation of volunteer programs tends to be performed internally. Agency managers and volunteer coordinators performed progam evaluation in 62 percent and 55 percent of cases, respectively. The frequency of other participants' involvement in evaluation was: other agency staff (45 percent), volunteers (33 percent), and clients (14 percent).

- Providing some form of reimbursement to volunteers was almost equally divided; 48 percent provide none, while 52 percent provide some. Reimbursement was most frequently provided for transportation costs (51 percent), followed by meals (42 percent) and out-of-pocket expenses (40 percent).

- Sixty-five percent of the volunteers working in State agencies are engaged in direct service delivery, and 57 percent in indirect service, although it is recognized that some volunteers are involved in both.

- There were at least 48,019 volunteers in Maryland State government agencies in FY '78. Approximately 98 percent of these persons were involved in volunteer activities in health, education and other human service areas.

AGENCY RESPONSES

Where the Responses Came From (Part I)

One hundred seventy-six (or 61 percent) of the 290 questionnaires distributed were returned. Sixty percent of those mailed went to units of the Departments of Health and Mental Hygiene, Education and Human Resources. These three agencies are engaged in direct human service delivery. Seventy-seven percent of the questionnaires were returned by three sectors:* health - 29 percent, human services - 29 percent, and education - 19 percent. The responses were distributed as follows:

Table 7

SECTOR DISTRIBUTION

	Percent
Health	29.0
Education	19.0
Human Services	29.0
Executive	8.6
Transportation	2.9
Criminal Justice	4.6
Environment	2.3
Regulatory	3.4
Housing and Economic Development	1.7

Status of Volunteer Programs

Of the 174 respondents to Question 1, 79 (or 45 percent) indicated they have a volunteer program in operation.**

Table 8

DISTRIBUTION OF VOLUNTEER PROGRAMS BY SECTOR

	No.	Percent
Health	23	29.1
Education	24	30.0
Human Services	19	24.1
Environment	2	02.5
Housing and Economic Development	0	0.0
Transportation	1	1.3
Justice	5	6.3
Regulatory	1	1.3
Executive	4	5.1
TOTAL	79	99.7

*While DHMH is by far the largest respondent within the Health Sector, it is not the only one. This is also the case with DHR in the Human Services Sector and with MSDE in the Education Sector.

**A review of the responses to the question of the existence of volunteer programs appears to be ambiguous. Some respondents indicated they did not operate formal "programs" though they responded positively to other questions regarding organized volunteer activities, and the presence of volunteers within their agencies.

Eighty-three percent of these programs are located in the health (29 percent), education (30 percent), and human services (24 percent) sectors. There were no volunteer programs in the housing and economic development sector.

Nine percent of the respondents are in the process of planning or expressed an interest in developing a volunteer program, while 7 percent noted that they have terminated their volunteer programs. Reasons indicated for such termination included a lack of interest by volunteers, a lack of interest by the agency, and problems of funding. In total, ninety-five agencies indicated that they do not currently have a program (Question 2), with 86 citing one or more of the following reasons:

Table 9

REASONS FOR TERMINATION OR NON-EXISTENCE OF VOLUNTEER PROGRAMS

	Percentage
Agency functions not compatible	40.6
Have never tried to utilize volunteers	30.2
Other unspecified reasons	25.6
Agency too complex	8.1
Terminated former program	7.0

Program Coordination/Cooperation

Several questions (4,5,6,7) were asked to ascertain the level of awareness, interaction and continuous cooperation among volunteer programs. Of 167 responses, almost two-thirds (64 percent) were aware of volunteer programs in other agencies, while 36 percent did not know such programs existed. Cooperation among programs was relatively low, with only 19 percent interacting frequently with other agencies and 81 percent doing so infrequently or not at all. Where cooperation occurs, it is focused on specific purposes as illustrated by the following ranking:

Table 10

AREAS OF COOPERATION

	Percentages
Resource sharing	50.0
Volunteer Recognition	35.9
Program Planning	31.6
Volunteer Recruitment	30.0
Volunteer Placement	23.1
Other	30.8

Several reasons for the low incidence of cooperation/coordination were identified by 83 respondents. The predominant reason given was that their agency and/or their volunteers provide services which are too specific to relate to other programs (35 percent). The second most frequent reason was that respondents were not familiar with other programs (31 percent). Nineteen percent had not yet made contact with others, while 17 percent did not believe there were other compatible programs. Eleven percent saw no value in coordination, and a similar number noted other unspecified reasons.

Questions (8-11) were asked in an attempt to determine the extent to which volunteer candidates are referred (by the agency) to other State government agencies, the readiness of agencies to accept referrals, and the approximate length of time between volunteer's inquiry or referral and their placement.

Fifty-six percent of the respondents reported they did not make referrals while 67 percent said they did not receive referrals from other agencies. However, 55 percent indicated the capability to accept referrals. Of those agencies which do make referrals, 20 percent do so one or more times each month, and 80 percent do so less frequently.

Once potential volunteers apply or are referred to a State agency, there is considerable variation in the time required to place them (Question 11); one-third of the agencies accomplish placement in one week or less, another third (31 percent) require up to two weeks, and the others take a longer period of time. In summary, 89 percent report that placement is generally accomplished within one month.

Attitude/Perceptions of Volunteers

In addition to the findings reported above, an effort was made to try to ascertain attitudes characterizing the environment within which volunteers provide services to State government. Opinions were solicited from respondents regarding two sets of statements in Questions 12 and 13. One set focused on the perceived role and potential value of volunteer programs vis-a-vis the work of government agencies. The second set of statements sought to uncover attitudes of government employees toward volunteers regarding such factors as their reliability and capability.

Table 11

PERCEIVED VALUE OF VOLUNTEER PROGRAMS TO STATE GOVERNMENT*

	Strongly Agree	Agree	Disagree	Strongly Disagree	Do Not Know
a. Volunteers have a potential for increasing the quality of State services.	48.3	49.0	2.0	2.7	-
b. Volunteers can be found to help with professional level tasks as well as more routine ones	29.7	60.0	8.3	2.0	-
c. Citizens have a right to volunteer in any area they wish.	17.8	37.0	37.0	3.2	-
d. The costs of volunteer programs tend to outweigh the benefits.	4.8	10.5	45.7	39.0	-
e. The need for volunteers is limited in most State government programs.	4.5	39.6	39.6	15.2	0.1
f. Incentives should be developed to encourage State agencies to develop volunteer programs (i.e., legislative, executive order, etc.).	26.2	50.8	20.0	3.0	-
g. Volunteers can free the staff to do other things that might not otherwise be attempted.	30.7	54.7	10.2	4.4	-

*(Findings are given as percent (%) of all responses to each statement)

The above chart indicates positive opinions about volunteers in State government services. Ninety-seven percent of the respondents believed volunteers have a potential for increasing the quality of State services; 90 percent thought that volunteers can assist with professional level tasks; 85 percent believed that the benefits of volunteer programs outweigh the costs and 77 percent of the respondents agreed that further incentives are needed to encourage volunteer programs. There appeared to be some ambivalence about citizens' right to volunteer in any area they wish.

As to the future of volunteer programs in State agencies, two-thirds of the respondents (65 percent) to Question 14 believed the utilization of volunteers will increase. Twenty-six percent believed it will stay the same, while seven percent expected a decrease.

Volunteer utilization, or the lack thereof, may be attributed to a number of attitudinal or perceived obstacles. Respondents were asked to select what they considered to be obstacles to the utilization of volunteers.

Table 12

POTENTIAL OBSTACLES TO THE UTILIZATION OF VOLUNTEERS*

	Agree	Disagree	Do Not Know
a. Volunteers may not respect the agency's need for confidentiality.	54.3	45.0	0.7
b. It can be difficult to work with volunteers of different race, class, education, etc.	16.8	80.2	-
c. Volunteers are often not responsible.	18.9	81.1	-
d. Volunteers may be too aggressive.	30.4	69.6	-
e. It may appear to others that an agency's standards are being lowered.	15.6	84.4	-
f. An agency's budget is often such that it cannot sustain a volunteer program.	56.7	43.3	-
g. Training and supervision of volunteers may take too much staff time.	53.1	45.9	-
h. It may be difficult to recruit volunteers with the necessary qualifications.	60.0	40.0	-

*(Findings are reported as percent (%) of all responses to each statement).

Volunteer Management Systems

The following findings (Questions 15,16,17) were compiled from the responses of those agencies which indicated that they utilized volunteers in FY '78. The questions asked in this portion of the survey sought information about various facets of program organization and operation.

Sixty-two agencies indicated that a specific individual administers and supervises their volunteer program; 29 (or 75 percent) reported having a full-time employee functioning as the volunteer program administrator. A full-time employee with a part-time assignment as program administrator was reported by 24 (or 39 percent) of the respondents; and the volunteer program of

two agencies (or 3 percent) is managed by a volunteer on a part-time basis. Seven respondents (or 11 percent) reported the utilization of a variety of other management systems.

Persons in charge of volunteer programs appeared to be well integrated into the day-to-day staff operations of agencies. In three-fourths of the cases reported, volunteer program administrators are regularly included in agency staff meetings. Fourteen percent attend these meetings fairly often or occasionally, and 10 percent are never included.

Another question in this section attempted to ascertain continuing education opportunities for volunteer directors; responses indicated that 24 percent of the program administrators had attended some kind of formal training during the year preceding the survey.

Operational Practices

Several questions (18-27) were asked to ascertain the nature of recruitment, placement and training activities. A variety of methods are available for use in recruiting volunteers. A list was developed, and respondents were asked to indicate the degree of reliance upon each method by marking "frequently", "occasionally," or "never."

Table 13

RECRUITMENT

Type of Recruitment	Total No. Responding	-----Percentage Responding To------ "Frequently"	"Occasionally"	"Never"
Word of Mouth	80	67.5	26.2	6.3
Direct Mailing	71	22.5	21.1	54.9
Public Media Announcements	69	24.6	40.6	33.3
Personal Recruitment	76	59.2	30.3	10.5
Use of Volunteer Bureau or Voluntary Action Center	70	20.0	25.7	52.9
Other	30	66.7	20.0	10.0

Clearly, "word of mouth" is the most frequently utilized method of recruiting volunteers (68 percent), followed by personal recruitment via speaking engagements (59 percent). Other methods such as media advertising and brochures (25 percent), direct mailing (23 percent) and voluntary action centers/volunteers bureaus (20 percent) are used less frequently. Fifty-three percent of the respondents noted that they never use volunteer bureaus or voluntary action centers, both of which can effectively refer citizens to appropriate volunteer opportunities.

Successfully matching a volunteer's skills and needs to those of an agency or institution during the placement process can help to maximize potential benefits to be gained by the volunteer, client and agency. Nearly two-thirds (62 percent) of the respondents require volunteer applicants to complete a written background information form as a part of this process. Approximately 50 percent provide written service descriptions to applicants, and 69 percent interview applicants at least once. Four respondents reported they never interview and two were not sure of the number of interviews conducted.

According to 87 respondents, orientation and training of volunteers (Questions 24 and 25) tends to be more informal (62 percent) than formal (38 percent), and involve a variety of agency staff. Most frequently, regulary agency staff participate in volunteer orientation/training (79 percent), followed by volunteer coordinators (59 percent) and top management (41 percent). Part-time staff, volunteers, and others also participate to a lesser extent.

In addition to volunteer orientation, it is considered equally important to have a staff orientation program for persons working with volunteers. Survey participants were asked to express their opinion regarding the significance of such orientation. There was almost unanimous agreement among respondents that it is important to prepare and orient agency staff to work with volunteers. Ninety-four percent of the respondents indicated strong support for the concept of orienting agency staff to work with volunteers. Less than one percent thought such staff preparation to be unimportant.

Regarding volunteer recognition, State agencies appear to practice every established form of praise and appreciation. In an effort to determine those used most frequently, participants were asked to indicate the mechanisms they use. Eighty-seven responded in the following manner:

Table 14

VOLUNTEER RECOGNITION

	Percentage
Frequent Praise	79.5
Letters of Appreciation	59.1
Certificates	52.9
Recognition in Newspaper	39.8
Awards	34.1
Plaques/Pins	27.3
Banquets	25.0
Other	20.5

Frequent praise is the method most often used to recognize volunteer efforts followed by letters of appreciation and certificates. These responses indicate that most agencies/institutions utilize more than one method of expressing appreciation to their volunteers for services rendered.

Evaluation

Several questions (28 and 29) attempted to develop a profile of the process of evaluating volunteers and volunteer programs, assessing such things as category of persons participating (administrative staff), and whether participation is on a formal or informal basis. According to the respondents (87), volunteers are most often (70 percent) evaluated informally by agency staff and/or the volunteer program administrator.

Program evaluation is also an informal process and is the responsibility (in order of frequency) of agency managers (62 percent), volunteer coordinators (54 percent), other staff (45 percent), volunteers (33 percent), clients (14 percent), and others (19 percent).

Reimbursement

In recent years, there has been growing interest and concern among both volunteers and administrators regarding the issue of reimbursement of volunteers for various service-related costs which in the past have been frequently borne by the volunteer. Therefore, a question was asked in an attempt to determine the nature and scope of reimbursement policy in current State government volunteer programs. Fifty-two percent of the 85 respondents reported the following distribution among reimbursement alternatives:

Table 15

REIMBURSEMENT

	Percentage
Meals During Volunteer Service	22.4
Transportation	27.1
Uniforms	7.1
Out of Pocket Expenses	21.2
Reimbursement Flat Rate	8.2
College or Academic Credit	22.4
No Reimbursement	47.7
Other	20.2

It should be noted that almost 50 percent of the responding agencies provide no form of reimbursement to their volunteers.

Volunteer Clearinghouse

Question 31 sought to determine whether local State agencies were aware of any "single county-wide volunteer bureau, clearinghouse, or service" within their subdivision, and to identify such services when known. Thirty-eight of the 106 respondents to this question were aware of such services.

Demographic Profile of Volunteers

As discussed in the Foreword of this report, this research effort on volunteerism in Maryland State government was designed to assess both qualitative and quantitative aspects of volunteerism. Part II of the questionnaire mailed to State agencies included a variety of questions about actual numbers of volunteers providing different kinds of volunteer service. The first two questions asked respondents to indicate the approximate starting date of their program and to indicate whether or not the program has been in continuous operation since that time. Responses to these two questions were sparse, but did show that the longest continuously operating volunteer reported program was begun in 1940 by the Washington County Health Department.

The majority of the volunteer programs had begun in the past 10 years. Two programs began in the 1950's, nine in the 1960's, 19 between 1970 and 1975, and 13 since 1975. Forty-one programs indicated that they have been in continuous operation since their inception.

Another question permitted respondents to check more than one category to indicate the types of services provided by volunteers in State agencies. Categories (each defined) were: direct service, indirect service, advocacy, administrative, and other. Responses were as follows:

Table 16

TYPE OF SERVICE

	Number
Direct Service	41
Indirect Service	35
Advocacy	15
Administrative	14
Other	5

The above service types were cross tabulated with the nine sectors illustrated below:

Table 17

TYPE OF SERVICE BY SECTOR

Sector	Service Categories				
	Direct	Indirect	Advocacy	Administrative	Other
	No. %	No. %	No. %	No. %	No. %
Health	15 (36.6)	13 (37.1)	6 (40.0)	2 (14.3)	1 (20.0)
Education	10 (24.4)	7 (20.0)	5 (33.3)	4 (28.6)	1 (20.0)
Human Services	11 (26.8)	11 (31.4)	2 (13.3)	5 (25.7)	1 (20.0)
Environment	0 (00.0)	0 (00.0)	0 (00.0)	0 (00.0)	1 (20.0)
Housing and Economic Development	0 (00.0)	0 (00.0)	0 (00.0)	0 (00.0)	0 (00.0)
Transportation	0 (00.0)	1 (02.9)	0 (00.0)	0 (00.0)	0 (00.0)
Justice	4 (09.8)	1 (02.9)	1 (06.7)	1 (07.1)	0 (00.0)
Regulatory	0 (00.0)	0 (00.0)	1 (06.7)	0 (00.0)	0 (00.0)
Executive	1 (02.4)	2 (05.7)	0 (00.0)	2 (14.3)	1 (20.0)
TOTAL	41 (100)	35 (100)	15 (100)	14 (100)	5 (100)

Question four formed the nucleus of the demographic profile of agency volunteers. In an effort to develop a picture of the race and sex of people volunteering, question four requested respondents to specify actual numbers providing service in FY '65, FY '70, FY '75, and FY '78. The purpose here was to develop a trend analysis of the growth of volunteerism. The status of record-keeping among volunteer programs prohibited accurate compilation of race, age or sex information about volunteers. Perhaps because many programs have been recently created, the information for FY 65, FY 70, and FY 75 was too sketchy to provide any meaningful analysis. A cumulative tally of FY '78 figures provided the most meaningful indication of the present status of volunteerism. Although respondents were asked to fill in blanks for numbers of inquiries, referrals, placements, and total hours of service contributed by volunteers, the actual number of respondents answering these questions was very small. The questionnaire asked the numbers of males/females, Blacks/whites/others and students, and neglected to ask for the "total" number of volunteers, which would have acted as (a necessary) double check for obtaining the total

number of persons volunteering. Because respondents did not or could not accurately provide the data requested, it is reasonable to assume that the figure stated in the following discussion is considerably undercounted.

Because of the data problem, an accurate-as-possible count of all volunteers in Maryland State government was derived by hand tallying all 176 questionnaires and further supplemented through the use of a telephone survey. That figure is "at least" 48,019 volunteers in Maryland State government agencies. There is also reason to believe that this figure is significantly undercounted based on the percentages of returned questionnaires in several key sectors. Sectors such as health and human services, while having a return rate of 60 percent, represent areas typically associated with a large and active cadre of volunteers. The justice sector, which includes correctional facilities, is also historically associated with strong volunteer programs. Combined, there were 78 non-returned questionnaires from these three sectors, probably representing a significant number of uncounted volunteers.

An overwhelming majority (99.7 percent) of persons are involved in volunteer activities in the health areas (11,047 persons), education (28,866 persons), and other human services (7,991 persons). The distribution of volunteers by activity sector is represented in the following table:

Table 18

VOLUNTEERS BY SECTOR (FY 1978)

	Number	Percentage
Health	11,047	23.0
Education	28,866	60.1
Human Services	7,991	16.6
Environment	34	0.1
Housing and Economic Development*	1	0.0
Transportation	1	0.0
Justice	59	0.1
Regulatory	20	0.0
Executive	0	0.0
TOTAL	48,019	99.9

*Although this sector does not have an organized volunteer program, it has been reported that one individual participates as a volunteer.

Expecting that many agencies would find it difficult, if not impossible, to access their files to provide race or sex counts of volunteers, the questionnaire was designed with a "back-up" question. This question asked respondents to check any or all of the following categories of volunteers that are involved in their agency's programs or services: men, women, Blacks, whites, hispanics/orientals/other minorities, students, and senior citizens.

Agencies reported slightly over 200 students involved in volunteer activities. Seventy-eight of these are with the Motor Vehicle Administration of the Department of Transportation, and 79 are with the local education agencies. The remaining students are dispersed in small concentrations throughout all sectors. The range of ages of volunteers spanned the generations from age 10 (a volunteer in the Baltimore City Department of Social Services) to age 106 (in a local health department). Seventeen senior citizens (over 60 years of age) were reported as volunteers in a variety of agencies (4 in their 60's, 7 in their 70's, 5 in their 80's, and one centenarian at 106 years). The educational level of volunteers ranged from grade school level to possession of a professional degree.

The last question was an open-ended opinion query which attempted to elicit respondent's ideas about the future of volunteerism in State agencies. It also asked respondents to note improvements to volunteer management that might be initiated. This question read:

> "In your opinion, what does the future hold for volunteers in Maryland Government? How can we improve the utilization of volunteers and volunteer management throughout State government?"

There was a general consensus among agencies that volunteers will become an even more valuable resource and benefit to State agencies in the future. Respondents felt that factors such as hiring freezes, more stringent budgets and "the Proposition 13 mentality," will increase the need for non-salaried personnel. Thus, the utilization of volunteers will become necessary to supplement paid staff to maintain adequate service delivery levels throughout the State.

Under the heading of improving management, respondents raised the following concerns: The first emphasized the need for a volunteer coordinator in every agency. Respondents indicated that this person should be full-time paid staff member who would be responsible for initiating and coordinating a volunteer program. The program should involve the orientation, training and evaluation of volunteer personnel.

Lack of recognition and direction from top administrators was recognized as a problem for present volunteer coordinators. Many administrators tend to regard volunteer programs as low-priority, adjunct programs that are "nice to have," but are not critical to agency operations. In addition, the position of volunteer coordinator is not equated with other supervisory and management staff. "Coordinators should not be low man on the totem pole", was the remark of a local social service agency respondent. Another agency's example of this concern was the State's decision not to fill a vacancy for a volunteer coordinator in a county to save money in reaction to taxpayers insistence on cutting the property tax. "In the recent reactionary days of Proposition 13, this State, in a penny-wise, pound-foolish manner, decided not to fill the Coordinator of Volunteers vacancy in County X."

The need for volunteers to participate in some type of training session prior to actually working was a concern of many agencies, particularly those in the health and education fields. A county public school official explained, "Volunteers, when properly trained, have been an asset to our elementary schools. We, too, need motivational strategies for developing a reliable cadre at the middle and high school levels." It was felt that trained volunteers need a minimum of monitoring and supervision which would enable them to stay with an agency long enough to make the benefits of training "pay off"; (most agencies do not seem to have the staff to fulfill this function).

Several suggestions were offered to enhance the role of the volunteer in State government. Utilization of volunteers could be increased by greater recognition of volunteers' achievements. Quoting a State-wide agency, "Many fail to recognize that volunteers today are not "lady and gentlemen bountifuls" but rather thoughtful, caring people who, while helping others, gain through insights, skills, development and by feeling good about helping." "It is impossible to maintain the interest of volunteers without stimulation, motivation and incentive reward." The provision of non-monetary benefits such as uniforms, free meals, volunteer awards and free or reduced transportation were cited as incentives for the volunteer.

Meaningful and creative assignments for skilled volunteers was another suggestion. Finally, it was felt that volunteer experience should be counted as job experience, when the volunteer has acquired some skills and knowledge

while working on the job. Personnel departments should take "professional" volunteer experience into account in job placement. This is in fact the case, because Maryland's Department of Personnel now credits relevant or related volunteer experience toward qualified experience for State employment. (Such legislation was enacted in 1969).

A local social service agency concludes by saying, "The various State agencies would benefit from the experience, dedication, enthusiasm and willingness that volunteers would bring to their programs. The major return to the volunteer would be in the form of recognition and appreciation of his/her value within the community and the need for his/her services."

3: Conclusions and Recommendations

The survey of State agencies and boards and commissions produced a substantial amount of information regarding volunteer contribution to State government. Qualitatively, volunteer efforts can be described as a valuable contribution in addressing the widening gap between service needs and public service delivery capabilities. Benefits are twofold, since volunteer opportunities provide a creditable experience for persons desiring to move into full or part-time employment opportunities with the State or other organizations, while also providing uniquely satisfying opportunities to work with others in a helping capacity. It is not the intent of this report to imply that the use of volunteers is always a "perfect" situation. Researchers in the field of volunteerism and respondants to the questionnaire of State agencies indicated that there are times and situations in which volunteers or volunteer efforts may not be appropriate.

This study yielded a number of positive insights into attitudinal perceptions of volunteer activities and the management system(s) utilized to sustain this "corps" of service providers, advocates and policy-advisors.

A variety of factors are viewed as critical to the continuation of a dedicated corps of volunteers. These include, but are not limited to, effective recruitment, placement, training, and recognition of volunteers. While this study revealed a number of positive quantitative and qualitative dimensions of volunteer efforts, there were issues raised which suggest the need for improved utilization of existing volunteer resources. Greater clarity of volunteer responsibility and appreciation of volunteer services among salaried staff personnel for whom and with whom they work are also needed.

As evidenced in the study, a fundamental concern shared by advocates of volunteer programming in Maryland and nationwide is the considerable uncertainty experienced in defining a "volunteer." Among some board and commission respondents, there was a tendency to assume that any person appointed "by the Governor" was not a volunteer, although this person received little, if any, compensation for his time or efforts. Similarly, inquiries from agency respondents revealed difficulty in deciding whether students were to be counted

as volunteers regardless of whether or not they were receiving academic credit. There is an obvious need to achieve consensus on these issues. Uniform definitions which could be applicable throughout the State would help to eliminate some of this ambiguity. It is not the purpose of this report to develop or present these definitions, but rather to stress the need for such uniformity.

One of the objectives of the study was to help develop a composite profile of volunteers within State government in Maryland. However, information provided by respondents was such that it was extremely difficult to make an accurate assessment of the extent of volunteer participation. Many agencies failed to respond to the demographic profile question on the survey requesting information regarding sex, race, age, hours of service, etc., and when telephoned (as a part of the follow-up) still could not provide this information. The major exception was board and commission responses, which tended to be more complete than those from agencies. This may be attributed to the fact that most are legally mandated, with established size and other membership criteria.

Because of the state of records maintained by the respondents and the 61 percent response rate among the agency survey respondents, it can be assumed that the actual number of persons involved in State government's "Volunteer Corps" has been seriously undercounted. This information, or the lack thereof, is a definite indication of the "art of management" within the volunteer sector. For the sake of accountability, it is essential that a uniform record keeping system be developed for use within units of State government. In addition to providing accuracy in determining who is presently volunteering, and in what capacity, this information could also indicate potential volunteer service areas which are essential to the development of an efficient recruitment system and the improved utilization of existing and future anciliary volunteer manpower resources.

Despite the problems encountered in obtaining demographic data, it was determined that there are more than 49,000 individuals volunteering in Maryland government (within State agencies, boards and commissions) as compared to 78,641* Maryland State employees. To provide some perspective on the magnitude of service contributed by volunteers, experts in the field suggest that these 49,000 individuals donate an average of three hours of personal time to

*Maryland Department of Personnel, Annual Activities Report, FY '78.

government service per week. If these volunteers were paid at the rate of $4.76 per hour,* the cost to the State would be $36,385,440 per year. Granted, there are some expenses borne by sponsoring agencies and departments which help defray some of the costs of volunteering. However, according to State agency survey respondents, at least 24,000 volunteers receive no type of reimbursement for volunteer-related services. It appears that in these instances, such service is provided at marginal or limited cost to the State. The goodwill and other services provided by these individuals in support of agency programs far exceed their dollar value.

Complementary/supplemental manpower through the use of volunteers provides a tangible benefit to the State. However, this and the potential for numerous other benefits may be in jeopardy as a result of the fragmentation which generally characterizes volunteer program management.

During the analysis of the agency data, it was noted that less than half of the agencies which indicated that they utilize volunteers also employed a full-time staff person to manage their volunteer program. Obviously, there are those programs which utilize only a few volunteers on an occasional or intermittent basis, which in turn, does not warrant the inhouse assignment of a professional volunteer coordinator. Part-time volunteer coordinators presently assume 53 percent of ongoing volunteer management responsibilities. Both volunteer coordinators and volunteers themselves could benefit from the use of uniform standards, definitions, as well as operational and accountability procedures.

The importance of a coordinated and efficient statewide system of volunteer program management for agencies cannot be minimized. An integrated system could facilitate recruitment through a program of public awareness, as well as facilitate the functions of screening, placement, training, supervision, and evaluation. Whereas each agency, department, or other unit of government may have needs and operational concerns uniquely its own, it appears certain that some common policies and practices could be adopted and beneficially utilized. For example, systematic recording of certain basic data would provide a foundation for

*This cost-equivalent for volunteer service was developed by Harold Wolozin in a special study for ACTION in 1974 and subsequently adopted by the U.S. Department of Labor. The reader is urged to recall that this cost-equivalent is calculated in 1974 dollars.

periodic assessment of the scale of volunteer programming in State government. The absence of such a data-base was a significant impediment to this study. Common standards and efficient management of support services for volunteers would also be more cost-effective than what presently exists.

For example, State government agencies which currently utilize volunteers deal with the questions of reimbursement for out-of-pocket expenses in many different ways. Similarly, there is also no consistency in the ways agencies, boards, and commissions give recognition to their volunteers for the magnitude and value of their service. These and other questions could be productively addressed through a Statewide system.

After careful analysis of the findings presented throughout this report, the following recommendations are offered to help facilitate the systematic integration of volunteer efforts into the State's service delivery system:

1. There is a need to explore the development and maintenance of a well coordinated Statewide volunteer system. This would involve improving the support mechanisms of the system beginning with the development of an effective recruitment and placement system and including a thorough orientation, training and evaluation.

2. Fundamental to such a management system is the need to develop uniform standards, procedures and definitions applicable throughout the State.

3. A standardized recordkeeping system should be developed and adopted by all State agencies, as well as one for boards and commissions which utilize volunteers. This system should reflect the fundamentals of an effective personnel management system.

4. Efforts should be undertaken to upgrade and institute a uniform policy to insure the equitable recognition of volunteer efforts in State government.

5. There is evidence to support the need for a volunteer coordinator in a number of State agencies to manage their volunteer programs.

The first four recommendations are applicable to volunteer activities within State agencies and boards and commissions. The last recommendation addresses specific needs identified in State agency volunteer activities.

As a note of caution, it is suggested that the above changes and improvements may be instituted without the creation of a large or bureaucratic organization. There are existing mechanisms as well as potential opportunities for carrying out these recommendations. Alternative means

for effectively linking, improving, and more closely aligning volunteer programs which would encourage better communication and foster greater volunteer skills, interchangeability and flexibility throughout the State, should be carefully examined.

While the authors recognize that there may be several approaches for addressing these concerns, the following strategy represents a cost efficient initiative that may be simple and immediately instituted.

The Department of State Planning and Maryland Service Corps recommend the creation of a Volunteerism Task Force. This Task Force should be charged with the following responsibilities: to develop means of responding to the five needs identified in this study; to collect such other data as the Task Force may deem appropriate to identify additional needs; and to serve as a forum for information exchange and communication between the public and private volunteerism sectors to foster an integration of these two systems.

The Task Force should be an independent body comprised of representatives of volunteer programs in State government and the private volunteer sector. It could be convened and provided with staff support by the Maryland Service Corps. The authors believe this approach to be fiscally responsible in these times of inflation, inasmuch as no new funding would be required to underwrite such an effort.

Evidence beyond this study suggests that the needs of private sector volunteer programs are not unlike the needs of State government volunteerism. There are benefits to be derived from combining the public and private sectors; the issues, concerns, and needs facing both of these sectors are similar, if not identical. Time and cost efficiencies can be realized by working together.

Finally, it should be noted that there are a number of issues relating to volunteerism in State agencies which were not addressed in this study. However, recognition of the necessity to explore alternatives to supplementing diminishing service capabilities of State agencies, clearly supports the need for further study of these issues. Related issues include, but are not limited to, taxing policies that act as incentives to volunteering, questions of legal liability of volunteers (the so-called "Good Samaritan" laws), and the need for or value of a Statewide volunteer recruiting effort and placement system.

There is little doubt that Maryland residents represent a vast reservoir of skills, talents, and interests that have yet to be fully recognized. It is the authors' hope that this report will serve as the catalyst for discusion and implementation of necessary changes to enhance Maryland's volunteer system.

APPENDICES

Board and Commission Questionnaire

Agency Questionnaire

VOLUNTEER IMPACT SURVEY - BOARDS AND COMMISSIONS

To Be Completed By Chairperson Of Board Or Commission

Name of Board or Commission _____

Geographic service area (Statewide, regional, or county) _____

Name, title and phone number of person completing questionnaire _____

_____

1. What is the total membership of your Board or Commission? _____

2. If known, please provide the following information for fiscal years 65, 70, 75 and 78.

FY 65	FY 70	FY 75	FY 78	
____	____	____	____	# of male members of your Board or Commission.
____	____	____	____	# of female members of your Board or Commission.
____	____	____	____	# of white members of your Board or Commission.
____	____	____	____	# of black members of your Board or Commission.
____	____	____	____	# of hispanic, oriental or other members of your Board or Commission.
____	____	____	____	# of students.
____	____	____	____	Age of youngest member of your Board or Commission.
____	____	____	____	Age of oldest member of your Board or Commission.
____	____	____	____	# of citizen volunteers.
____	____	____	____	# of State employees, legislators, or other required by their position to be members.

All of the following questions should be answered as they apply to citizen volunteers (as defined in the cover sheet of instructions.)

3. Please check the two categories that best describe the range in educational level of the members of your Board or Commission:

_____ Grade school education

_____ Some high school education

_____ High school graduate

_____ Some college

_____ College graduate

_____ Graduate training

_____ Professional degree

_____ Unknown

4. On the average, members of your Board or Commission spend how much time involved in Board or Commission-related or direct activities within a month?

_____ Less than 5 hours per month.

_____ 5 - 10 hours per month.

_____ 10 - 15 hours per month.

_____ 15 - 20 hours per month.

_____ More than 20 hours per month.

5. Meetings of your Board or Commission are held:

_____ More than once per month.

_____ Once a month.

_____ Every other month.

_____ Quarterly.

_____ Semi-annually.

_____ Annually.

_____ Other, please specify

_____

6. Members of your Board or Commission are reimbursed

_____ at a per diem rate for their services.

_____ for mileage.

_____ for meals.

_____ not at all.

7. Of the total number of your Board or Commission members, how many are involved in the following activities as a part of carrying out Commission work?

_____ Direct-service--service through one-to-one or small group relationships.

_____ Indirect service--staff support, technical, or clerical assistance so direct service can take place.

_____ Advocacy--organizing and working for change in the services or systems affecting others.

_____ Administrative--providing services to carry out a program; e.g., managing, researching, consulting, advising, planning.

_____ Policymaking--serving in a decision-making capacity.

_____ Advisory--making recommendations to agencies, legislators or others.

_____ Other (Please specify).

8. Members of your Board or Commission are appointed by

_____ the Local Director of the agency.

_____ the State Director of the agency.

_____ the County Executive or county commissioners.

_____ the Governor.

_____ Other, please specify _____

9. Indicate the degree of your reliance on the following recruitment methods to obtain members of your Board or Commission by putting a "1" by those relied on frequently, a "2" by those relied on occassionally, and a "3" by those relied on never.

_____ Word of mouth.

_____ Application.

_____ Announcements in public media.

_____ Deliberately seeking the kind of members wanted

_____ Other, please specify.

_____

10. Does the chairperson (and/or other members) of your Board or Commission attend agency staff meetings? _____ Yes _____ No.

11. Which statement best describes your opinion regarding the use of volunteers in State service in the next 5 years:

_____ The use of volunteers will probably increase.

_____ The use of volunteers will probably remain the same.

_____ The use of volunteers will probably decline.

The following questions relate to volunteers who are not members of your Board or Commission, but who assist through committee work or special programmatic activities. To insure that the total is accurate, please be careful not to double count.

12. Please indicate the number of volunteers, who are not members of your Board or Commission, presently performing the following types of roles for your unit.

_____ Member of programmatic committee

_____ Administrative, technical, clerical assistance

_____ Advocacy - organizing and working for change

_____ Other, please specify _____

_____

13. What is the approximate total number of hours of service provided monthly by volunteers who are not members of your Board or Commission?

_____ 1 to 25 hours

_____ 26 to 50 hours

_____ 51 to 75 hours

_____ 76 to 100 hours

_____ 100 or more hours

14. In your opinion, what does the future hold for volunteers in Maryland Government? How can we improve the utilization of volunteers and volunteer management throughout State government? _____

_____

VOLUNTEER IMPACT STUDY

To Be Completed By Volunteer Coordinator Or Director, Administrator Supervisor Or Superintendent

Name of Department or Agency _____

Name of Administration, Division, or Sub-Unit _____

Name of Program _____

Geographic distribution of service (Statewide, regional, or county)_____

Name, title and phone number of person completing questionnaire _____

_____

Part I

1. What is the present status of the volunteer program in your agency, division, program or institution?

   _____ Currently have a program in operation.

   _____ Had a program in the past but no longer do.

   _____ Presently planning a volunteer component.

   _____ Would like to involve volunteers but not sure how to begin.

   _____ Do not use volunteers in this agency.

2. If you do not utilize volunteers in your agency, please check any of the following reasons that are applicable:

   _____ Agency's function is not compatible with use of volunteers.

   _____ Agency's organization is too complex for volunteers.

   _____ Had a volunteer program once and it was terminated.

   _____ Never tried it.

   _____ Other, please specify _____

   _____

3. If you once had a volunteer program in your agency, but no longer do, please check those reasons that best explain why the program no longer exists.

   _____ Lack of interest in programs by volunteers.

   _____ Lack of interest in continuing volunteer program by agency.

   _____ Funding problems encountered.

   _____ Other, please specify _____

   _____

4. Are you personally aware of any other State agencies, divisions, or institutions which involve volunteers? _____ Yes _____ No. If yes, please specify.

   _____

5. What is the frequency of interaction or coordination with volunteer programs in other Maryland State agencies (e.g., Department of Human Resources, Department of Health and Mental Hygiene, etc.)?

_____ Very frequently (weekly or more often).

_____ Frequently (once or twice a month).

_____ Infrequently (5-10 times per year).

_____ Rarely (less than 5 times per year).

_____ No contact with other volunteer programs.

6. Do you presently coordinate any area of your volunteer program with the volunteer programs of other Maryland State agencies? _____ Yes _____ No
If yes, coordination centers around the following (check all that are applicable):

_____ Recruitment of volunteers.

_____ Placement of volunteers.

_____ Training of volunteers.

_____ Recognition of volunteers.

_____ Program planning.

_____ Resource sharing.

_____ Other areas - please list

_____

_____

_____

7. If no, please check the reasons why you do not coordinate your program with other State agencies.

_____ There doesn't appear to be any compatible program.

_____ Geographic incompatibility.

_____ Specificity of your program.

_____ Not familiar with volunteer programs of others.

_____ Contact with other volunteer programs has not yet been established.

_____ See no value in coordination.

_____ Other, please specify _____

_____

8. Do you ever refer volunteers to another State agency that may better match their needs or interests? _____ Yes _____ No. If yes, what is frequency?

_____ Very frequently (weekly or more often).

_____ Frequently (once or twice a month).

_____ Infrequently (5-10 times per year).

_____ Rarely (less than 5 times per year).

_____ Never.

9. Do other State agencies ever make referrals to your volunteer programs?

_____ Yes _____ No.

10. Do you presently have the capability to accept referrals to your program?

_____ Yes _____ No.

11. What is the average length of time between a volunteer's inquiry and placement within your agency?

_____ 1 week or less.

_____ 2 weeks.

_____ 3 weeks.

_____ 4 weeks.

_____ 1 - 2 months.

_____ 2 - 3 months.

_____ Longer than 3 months.

_____ Not applicable.

12. Indicate your opinions of the following statements by circling the number on the right corresponding to the correct choice.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Do Not Know
a. Volunteers have a potential for increasing the quality of State services.	4	3	2	1	0
b. Volunteers can be found to help with professional level tasks as well as more routine ones.	4	3	2	1	0
c. Citizens have a right to volunteer in any areas they wish.	4	3	2	1	0
d. The costs of volunteer programs tend to outweigh the benefits.	4	3	2	1	0
e. The need for volunteers is limited in most State government programs.	4	3	2	1	0
f. Incentives should be developed to encourage State agencies to develop volunteer programs (i.e., legislative, executive order, etc.).	4	3	2	1	0
g. Volunteers can free the staff to do other things that might not otherwise be attempted.	4	3	2	1	0

h. Other opinions about volunteers; please indicate: _____

_____

_____

3. Below are a series of statements indicating various obstacles to the use of volunteers. Indicate your opinion by circling the numbers corresponding to the correct choice on the right.

	Agree	Disagree	Do Not Know
a. Volunteers may not respect the agency's need for confidentiality.	2	1	0
b. It can be difficult to work with volunteers of different race, class, education, etc.	2	1	0
c. Volunteers are often not responsible.	2	1	0
d. Volunteers may be too aggressive.	2	1	0
e. It may appear to others that an agency's standards are being lowered.	2	1	0
f. An agency's budget is often such that it cannot sustain a volunteer program.	2	1	0
g. Training and supervision of volunteers may take too much staff time.	2	1	0
h. It may be difficult to recruit volunteers with the necessary qualifications.	2	1	0

i. Other reasons;
please indicate: _____

_____

_____

4. Which statement best describes your opinion regarding the utilization of volunteers in State service in the next 5 years:

_____ The use of volunteers will probably increase.

_____ The use of volunteers will probably remain the same.

_____ The use of volunteers will probably decline.

5. Do you have a person in charge of your volunteer program? _____ Yes _____ No.
Is this person a:

_____ Full-time staff person working full-time as a volunteer director.

_____ Full-time staff person working part-time as a volunteer director.

_____ Volunteer working part-time as a volunteer director.

_____ Other (please specify) _____

6. The individual in charge of volunteers attends staff meetings

_____ regularly _____ fairly often _____ occasionally _____ never.

7. Has your volunteer director attended any training sessions in the past year?

_____ Yes _____ No

If so, please list _____

_____

18. Indicate the degree of your reliance on the following volunteer recruitment methods, putting a "1" by those relied on frequently, a "2" by those relied on occasionally, and a "3" by those relied on never.

_____ Word of mouth.

_____ Direct mailing.

_____ Newspaper, radio, television announcements or brochures.

_____ Personal recruitment (i.e., meetings, presentations).

_____ Use of local Volunteer Bureau or Voluntary Action Center.

_____ Other (please specify) _____

_____

19. Do you have written service descriptions for your volunteers? _____ Yes _____ No.

20. Does each prospective volunteer fill out a background information sheet?

_____ Yes _____ No.

21. Before acceptance, each volunteer is formally interviewed

_____ at least once _____ usually twice _____ not sure _____ never.

22. Do you provide orientation and/or training for your volunteer(s)?

_____ Yes _____ No.

23. Is this process formal? _____ Yes _____ No.

24. Volunteer orientation and/or training, whether formal or informal, involves (check all that are applicable):

_____ Top management

_____ Regular staff

_____ Volunteer coordinator

_____ Part-time staff

_____ Other volunteers

_____ Other

25. The orientation and/or training of volunteers in your agency or institution is accomplished through (check all of the following that are applicable):

_____ In-service training

_____ Formal training session(s) prior to assignment

_____ Continuous training

_____ Workshop training

_____ Other (please specify)

_____

26. In your opinion, orienting staff to working with volunteers is

_____ important _____ somewhat important _____ unimportant _____ do not know/ not sure

27. Volunteers are recognized in which of the following ways? (check all that are applicable)

_____ Certificates

_____ Banquets

_____ Plaques or pins

_____ Awards event

_____ Frequent praise

_____ Letters of appreciation

_____ Recognition in newspaper

_____ Other (please specify)

_____

28. On the right, please circle the number of the method of evaluation which corresponds with the following types of evaluation.

	Formal (written)	Informal (oral)	Not Applicable
a. Volunteer self-evaluation	1	2	3
b. Client evaluation	1	2	3
c. Parents and relatives of client	1	2	3
d. Staff evaluation	1	2	3
e. Volunteer coordinator	1	2	3

f. Other (please specify) _____

_____

29. Who evaluates the overall volunteer program? (Check all of those applicable)

_____ Top management

_____ Volunteer Coordinator

_____ Volunteers

_____ Staff

_____ Clients

_____ Other (please specify)

_____

30. Volunteers in your program receive which of the following?

_____ Meals eaten during volunteer service.

_____ Transportation costs (including mileage)

_____ Uniforms

_____ Out of pocket expenses incurred during volunteer service

_____ Reimbursement at a flat rate, per diem or otherwise

_____ College or academic credit

_____ No reimbursement

_____ Other, please specify _____

_____

31. (To be answered by local agency respondents). Are you aware of any single county-wide volunteer bureau, clearinghouse, or service within your jurisdiction? _____ Yes _____ No.
Please supply the name of that bureau or service and the name of a contact person there _____

_____

Part II

1. What was the approximate starting date of your volunteer program? _____

2. Has your program been continuously in operation since that time? ___ Yes ___ No.

3. For FY 78, please indicate the number of volunteers (do not count members of boards and commissions) presently performing the following types of roles in your agency, division, or institution. Please be careful so as to not double count.

   _____ Direct service--service through one-to-one or small group relationships.

   _____ Indirect service--staff support, technical or clerical assistance so direct service can take place.

   _____ Advocacy--organizing and working for change in the services or systems affecting others.

   _____ Administrative--providing services to carry out a program; e.g., managing, researching, consulting, advising, planning.

   _____ Other, please specify _____

   _____

   _____ Total

4. If known, please supply the following information for the following fiscal years:

FY 65	FY 70	FY 75	FY 78	
_____	_____	_____	_____	# of inquiries about volunteer opportunities.
_____	_____	_____	_____	# of referrals made to another agency, division, institution.
_____	_____	_____	_____	# of actual placements with your agency.
_____	_____	_____	_____	Total hours of service provided.
_____	_____	_____	_____	# of males.
_____	_____	_____	_____	# of females.
_____	_____	_____	_____	Age of youngest volunteer.
_____	_____	_____	_____	Age of oldest volunteer.
_____	_____	_____	_____	# of whites.
_____	_____	_____	_____	# of blacks.
_____	_____	_____	_____	# of hispanics, orientals or others.
_____	_____	_____	_____	# of students.

5. In the last five years, has the size and/or scope of your volunteer program

   _____ Increased

   _____ Decreased

   _____ Remained the same

6. Which of the following participate in your volunteer program?

_____ Men

_____ Women

_____ Blacks

_____ Whites

_____ Hispanics, Orientals, or Others

_____ Students

_____ Senior Citizens

7. Please check the two categories that best describe the range in educational level of your volunteers:

_____ Grade school education

_____ Some high school education

_____ High school graduate

_____ Some college

_____ College graduate

_____ Graduate training

_____ Professional degree

_____ Unknown

8. In your opinion, what does the future hold for volunteers in Maryland Government? How can we improve the utilization of volunteers and volunteer management throughout State government? _____

_____

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